



MARINE CORPS COMMUNITY SERVICES

PERFORMANCE APPRAISAL FORM

NAME (Last, First, Middle Initial)

EMPLOYEE ID NUMBER

EMPLOYEE GRADE

DIVISION / BRANCH / DEPARTMENT

POSITION TITLE

EMPLOYMENT CATEGORY

THE PERFORMANCE MANAGEMENT PROCESS

The **Performance Appraisal Form** provides raters the ability to document performance expectations and record performance discussions throughout the year.

The form has three primary sections: 1) **Goals** 2) **Critical Elements** 3) **Overall Comments, Ratings and Signatures**

In addition, the form includes the **Mid-Year Evaluation Form** and the **Performance Feedback Form** that can be used quarterly for performance touch point discussions.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The Mid-Year Evaluation is mandatory, and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All completed documentation will be submitted at the end of the year.

Annual Performance Appraisal: The annual performance appraisal takes place at the end of the performance year (March or April following the current calendar year).

RATING SCALE The following scale will be used for the annual evaluation for goals, critical elements and the overall annual rating.



Outstanding	Employee far exceeded the agreed upon goals and/or critical elements, thereby making a significant contribution to the team and/or organization. Employee set an extraordinary standard not commonly observed. Goals and/or results were achieved in an unexpected or extraordinary way, were of extremely high quality and achieved by exceptional means.
Exceeds Expectations	Employee exceeded the agreed upon goals and may have far exceeded some goals, thereby contributing to the team and/or organization in multiple ways. Employee exceeded commonly observed standards and delivered results that surpassed expectations. Work completed was highly commendable.
Meets Expectations	Employee achieved the agreed upon goals, results and/or successfully demonstrated critical elements. The employee performed at the level of a valued professional. Contributions were well-regarded, valued and respected.
Needs Improvement	Employee achieved only some of the agreed upon goals, just a portion of each goal and/or demonstrated potentially some but not all of the critical elements. Results were below expectations and the employee may need additional guidance or assistance.
Does Not Meet Expectations	Employee did not achieve the agreed upon goals and/or demonstrate the critical elements. Results were less than expected, of poor quality, only partially complete and/or the employee did not demonstrate critical expectations required for all MCCS employees.

Refer to **Appendix A** for more details regarding the Performance Management Process, including Mid-Year Evaluation and Annual Performance Appraisal related activities and roles and responsibilities.

Employee completed all mandatory training requirements

Final annual performance appraisal rating (rater assessment of employee)

Employee (print name)

Rater (print name)

Reviewer (print name)

Employee (signature)

Date

Rater (signature)

Date

Reviewer (signature)

Date

GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a **DISCUSSION** between a **RATER** and an **EMPLOYEE** during which the **TWO PARTIES COLLABORATE** to set and/or discuss **GOALS** for the employee for the current performance period.

Goals should focus on four essential performance areas:

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCCS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1- 3 goals for bargaining unit employees or 3-5 goals for non-bargaining unit employees for the performance appraisal period. Each goal is expected to follow the **SMART-Q goal format** to ensure that it is tangible and attainable, **but not all roles will have goals in all categories**. MCCS defines SMART-Q goals as:



Refer to **Appendix B** for more details regarding Goal Setting.

EVALUATING & RATING GOAL ACHIEVEMENT

Raters and employees should **review and may adjust goals** during the mid-year performance evaluation; then review and rate goals and critical expectations during the annual performance evaluation.

Raters should give employees the opportunity to complete a self-evaluation of their goals before finalizing ratings and conducting the annual performance discussion.

PLEASE NOTE: Employees and raters are required to provide overall comments on goal achievement. In addition, raters are REQUIRED to provide an explanation for the rating given for each goal, regardless of rating.

GOAL CATEGORY	<input type="text"/>	
SPECIFIC	<input type="text"/>	RATING
MEASUREABLE		EMPLOYEE
TIME-BOUND		RATER

GOAL CATEGORY

SPECIFIC

MEASUREABLE

TIME-BOUND

RATING

EMPLOYEE

RATER

GOAL CATEGORY

SPECIFIC

MEASUREABLE

TIME-BOUND

RATING

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GOAL CATEGORY

SPECIFIC

MEASUREABLE

TIME-BOUND

RATING

EMPLOYEE

RATER

GOAL CATEGORY

SPECIFIC

MEASUREABLE

TIME-BOUND

RATING

EMPLOYEE

RATER

ANNUAL PERFORMANCE APPRAISAL GOAL COMMENTS: EMPLOYEE

NOTE: Employees are required to provide comments for each of the goal categories selected above.

CUSTOMERS • PEOPLE • INCREASED EFFICIENCIES • GROWTH

ANNUAL PERFORMANCE APPRAISAL GOAL COMMENTS: RATER

NOTE: Raters are required to provide comments on each of the goal categories selected above regardless of ratings

CUSTOMERS • PEOPLE • INCREASED EFFICIENCIES • GROWTH

FINAL GOAL RATING: RATER ASSESSMENT OF EMPLOYEE
(to be rated at Annual Performance Appraisal)



EVALUATING CRITICAL ELEMENTS

During the Annual Performance Appraisal, use the rating scale on Page 1 to evaluate all employees' performance against these critical elements: Work Quality, Customer Service and Interpersonal Skills.

Employees with managerial responsibilities must be evaluated against two additional critical elements specific to fulfillment of managerial responsibilities: Coaching, Managing & Developing Staff and Leadership & Communication.

Raters should give employees the opportunity to complete a self-evaluation of the critical elements before finalizing ratings and conducting the annual performance discussion.

PLEASE NOTE: Employees and Raters are required to provide overall comments on all critical elements. In addition, raters are **REQUIRED to provide an explanation** for the rating given for each critical element, regardless of rating.

CRITICAL ELEMENTS FOR ALL EMPLOYEES

Work Quality - Work meets customer/user requirements. Assignments are completed accurately and in a timely fashion. Accepts accountability, responsibilities and feedback. Exhibits dependability in meeting work requirements.

RATING
EMPLOYEE
RATER

Customer Service - Prioritizes customer satisfaction, responsiveness, professionalism (courtesy and attitude) and willingness to assist customers, and always exemplifies our mission.

RATING
EMPLOYEE
RATER

Interpersonal Skills - Establishes effective working relationships with supervisor, peers and other key stakeholders both internally and externally. Adapts positively to changes in workload and priorities. Takes positive action to promote teamwork. As appropriate by role, demonstrates effective communication skills.

RATING
EMPLOYEE
RATER

CRITICAL ELEMENTS FOR ALL MANAGERS

Coaching, Managing & Developing Staff - Focuses on developing, coaching and mentoring staff in order to improve performance and help employees reach their full potential. Provides ongoing feedback to employees against goals, job requirement and critical elements. Creates developmental opportunities (e.g., challenging assignments as well as access to formal training) to develop employees' skills and experience, and leverages a Development Plan to identify and track development. Utilizes the performance management process to provide constructive feedback throughout the year against expectations for achievement of goals, performance of job requirements and demonstration of critical elements. Delegates work and monitors work progress. Motivates, recognizes and rewards strong performance and supports employees' growth and development including career advancement and career moves. Conducts mid-year and end-of-year appraisals for all employees.

RATING
EMPLOYEE
RATER

Leadership & Communication - Leads by example to inspire excellence, collaboration and results and to create aligned, engaged and high-performing teams. Develops and executes a mission-aligned vision of the organization and creates a positive, safe work environment that allows employees to excel. Ensures performance standards are met and addresses performance issues when they arise. Able to identify problems, formulate solutions and take corrective follow-up measures. Upholds high standards of integrity and ethical behavior. Effectively communicates upward and downward at the managerial level both verbally and in written form.

RATING
EMPLOYEE
RATER

CRITICAL ELEMENTS COMMENTS: EMPLOYEE

(Work Quality • Customer Service • Interpersonal Skills)

Empty text area for employee comments on Work Quality, Customer Service, and Interpersonal Skills.

If Applicable - (Coaching, Managing & Developing Staff • Leadership & Communication)

Empty text area for employee comments on Coaching, Managing & Developing Staff, and Leadership & Communication.

CRITICAL ELEMENTS COMMENTS: RATER

(Work Quality • Customer Service • Interpersonal Skills)

If Applicable - (Coaching, Managing & Developing Staff • Leadership & Communication)

FINAL CRITICAL ELEMENT RATING: RATER ASSESSMENT OF EMPLOYEE *(to be rated at Annual Performance Appraisal)*



DETERMINING THE OVERALL ANNUAL PERFORMANCE APPRAISAL RATING

The annual performance appraisal rating takes into account the overall achievement of both goals and demonstration of critical elements. Both are of equal importance when determining the overall annual rating.

OVERALL ANNUAL PERFORMANCE APPRAISAL COMMENTS: **EMPLOYEE**

OVERALL ANNUAL PERFORMANCE APPRAISAL COMMENTS: **RATER**

FINAL ANNUAL PERFORMANCE APPRAISAL RATING: **RATER**

ASSESSMENT OF EMPLOYEE *(to be rated at Annual Performance Appraisal)*

THE PERFORMANCE FEEDBACK FORM

The goal of the *Performance Feedback Form* is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. **Select 2-4 questions** below and feel free to add other questions based on the role, situation or employee's interest/needs.

Q1 FEEDBACK SESSION

1. What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?

2. Please provide one or two examples of how you have demonstrated at least one of the critical elements in the last 3 months?

3. What can I do to better support you in your job?

4. What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?

5. Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?

6. Other (Discussion questions for consideration include, but are not limited to: How does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Rater Name	Date

MID-YEAR EVALUATION FORM

The purpose of the mid-year discussion is for the employee and the rater to discuss progress against goals, demonstration of critical elements and development activities needed or completed to date. This is an opportunity for a more formal check-in when the employee and rater can re-visit goals to ensure they still reflect the priorities for the year. If needed, the rater and employee can update goals in the goal section of the form. It is recommended that at least the primary points of the discussion are noted below. **The mid-year discussion is mandatory and the summary documentation should be submitted at the end of the year as part of the Performance Appraisal Form.**

MID-YEAR GOAL COMMENTS: EMPLOYEE

MID-YEAR GOAL COMMENTS: RATER

CRITICAL ELEMENTS COMMENTS: EMPLOYEE

CRITICAL ELEMENTS COMMENTS: RATER

Please refer to the *Performance Feedback Form* for optional questions for consideration during the mid-year discussion.

ADDITIONAL COMMENTS/DISCUSSION POINTS: EMPLOYEE

ADDITIONAL COMMENTS/DISCUSSION POINTS: RATER

Employee (print name)

Rater (print name)

Employee (signature)

Date

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Rater (signature)

Date

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THE PERFORMANCE FEEDBACK FORM

The goal of the *Performance Feedback Form* is to help guide a conversation about the employee's performance against expectations, career goals and development to date. The discussion points do not have to be documented, but can be if preferred in order to provide supporting documentation for the annual performance review. **Select 2-4 questions** below and feel free to add other questions based on the role, situation or employee's interest/needs.

Q3 FEEDBACK SESSION

1. What progress have you made toward completing your goals? Have you encountered any challenges or do you have any suggestions related to goal completion?

2. Please provide one or two examples of how you have demonstrated at least one of the critical elements in the last 3 months?

3. What can I do to better support you in your job?

4. What have you done to support your development in the last 90 days? What development activities would you like to focus on going forward? Have you developed/updated your development plan with these activities?

5. Do you have any suggestions from a job or culture perspective that we should discuss to ensure we are working in alignment with our values and meeting our mission?

6. Other (Discussion questions for consideration include, but are not limited to: How does the employee like to be coached? What does he/she expect from a coach? What motivates the employee? What are his/her strengths, professional goals or areas for improvement?)

Rater Name

Date

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APPENDIX A: THE PERFORMANCE MANAGEMENT PROCESS

The *Performance Appraisal Form* provides raters the ability to document performance expectations and record performance discussions throughout the year. The form has three primary sections:

- 1) Goals
- 2) Critical Elements
- 3) Overall Comments and Ratings

In addition, the form includes the *Mid-Year Evaluation Form* and the *Performance Feedback Forms* that can be used quarterly for performance touch point discussions.

Goal Setting Discussions should take place in February or March of the current calendar year and establish goals for the full appraisal period, which runs from April 1 of the current year to March 31 of the following year.

Mid-Year Evaluation: The mid-year performance evaluation takes place at the mid-way point in the performance year (September or October). **Mid-Year Evaluations are a mandatory step in the performance management process.** The rater and employee should discuss progress against goals and **may adjust goals** during the mid-year performance evaluation as appropriate. If the conversation results in updates to goals, then the rater should update the goals section of the form. In addition, the rater and employee should discuss how the employee is demonstrating the critical elements and progress against an employee's development plan. It is also a good opportunity to discuss career goals.

The rater should ask the employee to use the comment space on the *Mid-Year Evaluation Form* to provide a summary of how he/she views his/her performance to date and to send this summary to the rater prior to the mid-year meeting.

To make mid-year conversations more robust, raters are also encouraged to pull questions from the *Performance Feedback Form* and/or to ask employees to come to mid-year conversations prepared with responses to a few of these questions.

Quarterly Performance Feedback Touchpoints: Raters are encouraged to schedule quarterly touchpoint meetings with employees to review performance to date and gather feedback from the employee regarding performance and development.

Please note that neither the Mid-Year Evaluation nor the quarterly feedback sessions include ratings. The Mid-Year Evaluation is mandatory and it is recommended that you conduct quarterly feedback sessions to ensure ongoing dialogue. All completed documentation will be submitted at the end of the year.



Annual Performance Appraisal Process: The annual performance appraisal takes place at the end of the performance year (March or April following the current calendar year). The rater should send the *Performance Appraisal Form* to the employee and ask him/her to rate personal achievement of each goal, performance against the critical elements and provide comments describing accomplishments. Additionally, the rater should gather as much feedback as possible from those who work closely with the employee and incorporate this information as appropriate.

The final goal rating is the average of the rater's ratings for each goal. It will be calculated automatically by the form.

The final critical element rating is the average of the rater's ratings for each critical element. It will be calculated automatically by the form.

The overall annual rating is the average of the overall goal rating and the overall critical element rating with equal importance assigned to each. It will be calculated automatically by the form. This demonstrates the importance of not only "what" is done, but that "how" it is done also matters at MCCS. We want to make sure all employees are working in a way that aligns with our values and our mission.

Finally, the rater must deliver the completed *Annual Performance Appraisal* to the designated reviewer for approval and sign-off before meeting with the employee for the annual performance discussion.

Once the process is complete, the rater MUST submit the completed form to NAF HRO.

APPENDIX B: GOAL SETTING INSTRUCTIONS

The performance appraisal process starts with a discussion between a rater and an employee during which the two parties collaborate to set and/or discuss goals for the employee for the current performance period.

Discussions should take place in April or May of the current calendar year and establish goals for the full appraisal period, which runs from April 1 of the current year to March 31 of the following year.

Following this discussion, the rater is responsible for recording the resulting employee goals in the space provided and delivering them to the employee for review.

Goals should focus on four essential performance areas: Customers, People, Increased Efficiencies and Growth. Not every role will have a goal in each category. Achievements in these performance areas are essential contributions to the mission and vision of MCCS.

CUSTOMERS	Contributing to a culture committed to providing the highest quality of service to Marines and families; serving the needs of our existing customer base (internal and external).
PEOPLE	Collaborating with peers and/or interacting with direct reports to facilitate a productive work environment; enhancing trust, encouraging and enabling teamwork for the achievement of initiatives.
INCREASED EFFICIENCIES	Developing and adhering to resourcing strategies focused on process improvement; internalizing and implementing leadership directives focused on lean, efficient and effective operations.
GROWTH	Driving business expansion and/or expansion of MCCS services through innovation and achievement of goals; pursuing personal development opportunities in alignment with organizational initiatives that enable greater contributions to the organization.

Please establish at least 1-3 goals for bargaining unit employees or 3-5 goals for non-bargaining unit employees the performance appraisal period. Goals are performance expectations or job objectives that align with an employee's job duties and do not need to cover every aspect of an employee's role. Goals should focus on the key results expected from the employee and should align with the goals of the department/division as well as support achievement of MCCS's mission.

Each goal is expected to follow the **SMART-Q** goal format to ensure that it is tangible and attainable. Goals should meet all of the six **SMART-Q** values and the rater must at least articulate the *Specific, Measurable* and *Time-Bound* attributes of each goal. MCCS defines **SMART-Q** goals as:

S	M	A	R	T	Q
SPECIFIC	MEASUREABLE	ACHIEVABLE/ATTAINABLE	RELEVANT	TIME-BOUND	QUALITY

The following is an example of how to appropriately describe a goal using the **SMART-Q** format:

SPECIFIC - Create increased awareness of the Quality of Life Programs by communicating to Marines, sailors and family members.

MEASUREABLE - Increase the usage of our programs by 5% in 2017.

TIME-BOUND - Build awareness on a monthly basis through communications, Welcome Information Packets and Unit events.



APPENDIX C: CONDUCTING A PERFORMANCE FEEDBACK SESSION

Employees and raters both benefit from more frequent discussions on expectations and performance.

It is recommended that raters conduct feedback sessions with employees at the end of Q1 and Q3 in addition to the Mid-Year Evaluation to provide feedback and record commentary on performance to date. This form includes 6 questions; **raters should pick 2-4 questions** to discuss during each feedback session.

Raters may choose to have employees pick the questions they wish to discuss from the form and send back their written thoughts prior to the feedback session. All comments from each feedback session should be recorded within this form to ensure they are all available for review during the annual performance appraisal.

Employees and raters should continue to have frequent, informal coaching and feedback discussions. Feedback sessions and the feedback form are intended as an opportunity for more formal, planned conversations and to create a record of feedback and improvement as a result of that feedback. They are not a replacement for ongoing coaching and feedback dialogue.

PLEASE NOTE: Raters are encouraged to document at least a high-level summary of these discussions within the Performance Appraisal Form. This will allow raters to refer back to prior feedback discussions and becomes part of the documentation submitted at the end of the year.

Please select 2-4 questions from the questions in the form to help guide the feedback conversation. You are welcome to add additional questions or discussion topics as you see fit.
